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|---|---|-------------------------|
|  | <b>City Manager Review Form</b><br><b>John Cabrales</b> | <b>2018 Year Review</b> |
|---|---|-------------------------|

**SECTION I: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE**

|   |  | Needs Improvement | Meets Expectations | Exceeds Expectations |
|---|--|-------------------|--------------------|----------------------|
| <b>A. Providing Information</b>                 |  |                   |                    |                      |
| The City Manager provides information which is: |  |                   |                    |                      |
|   | Detailed and reliable  |                   | X                  |                      |
|   | Explained in a thorough manner and includes alternatives or recommendations  |                   | X                  |                      |
|   | Timely   | X                 |                    |                      |
|   | Helpful in preventing trivial administrative matters from being reviewed by the Council  | X                 |                    |                      |
|   | Helpful and adequate to assist City Council in making sound decisions  |                   | X                  |                      |
| The City Manager:                               |  |                   |                    |                      |
|   | Provides members of City Council with the opportunity to set long-term organizational goals and to establish the future direction of City policy |                   | X                  |                      |
|   | Keeps City Council informed, in a timely manner, of the things Council wants to know   |                   | X                  |                      |
|   | Keeps City Council well informed with concise written and oral communications  |                   | X                  |                      |
|   | Provides City Council members with information on an equal basis   | X                 |                    |                      |
|   | Informs the City Council of administrative developments  | X                 |                    |                      |
|   | Follows up in a timely manner on City Council requests for information or action   | X                 |                    |                      |
| <b>B. Providing Advice</b>                      |  |                   |                    |                      |
| The City Manager:                               |  |                   |                    |                      |
|   | Has adequate knowledge of municipal affairs, including the City's laws and ordinances  |                   |                    | X                    |
|   | Considers alternatives before making recommendations   |                   | X                  |                      |
|   | Plans ahead, anticipates needs and recognizes potential problems   |                   | X                  |                      |
|   | Has a good sense of timing in bringing issues to the Council for action  |                   | X                  |                      |
| <b>Comments:</b>                                |  |                   |                    |                      |
|   |  |                   |                    |                      |



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**SECTION II: INTERNAL ADMINISTRATION**

|   |  | Needs Improvement | Meets Expectations | Exceeds Expectations |
|---|--|-------------------|--------------------|----------------------|
| <b>A. Implementation of Council Policies</b>          |  |                   |                    |                      |
| The City Manager is effective in the following areas: |  |                   |                    |                      |
|   | Carrying out Council directives  |                   | X                  |                      |
|   | Assigning work so that it is performed efficiently and effectively   |                   | X                  |                      |
|   | Paying sufficient attention to detail to avoid error or things "slipping through the cracks"   |                   |                    | X                    |
|   | Analyzing problems or issues and identify causes, reasons, and implications  | X                 |                    |                      |
|   | Accurately interpreting the direction given by Council   | X                 |                    |                      |
|   | Carrying out the directives of Council as a whole rather than those of any one Council member, but recognizes the concerns of the minority | X                 |                    |                      |
|   | Supporting the actions of the City Council after a decision is made  |                   |                    | X                    |
|   | Assuming responsibility for staff performance  |                   | X                  |                      |
|   | Providing members of City Council with periodic status reports on projects or tasks which may overlap months or years in implementation    | X                 |                    |                      |
|   | Insuring that the management staff maintains normal service delivery operations as well as the flexibility to manage emergency situations  |                   | X                  |                      |

|  |  |   |   |   |
|--|--|---|---|---|
| <b>B. Financial Management</b>             |  |   |   |   |
| Are you satisfied with the City Manager's: |  |   |   |   |
|  | Approach to budget preparation and review  |   | X |   |
|  | Use of standard financial management procedures to meet Council's policy guidelines                |   | X |   |
|  | Implementation of Council's policy regarding the expenditure of budgeted funds                     |   | X |   |
|  | Cost control through economical use of labor, materials and equipment                              | X |   |   |
|  | Information on the financial status of City government   |   | X |   |
|  | Use of available funds and his ability to operate the City efficiently and effectively             | X |   |   |
|  | Knowledge of financial matters   |   |   | X |
|  | Information pertaining to long or short-term financing for capital projects or equipment purchases |   |   | X |
|  | Information on opportunities for federal and state grant funding                                   |   | X |   |



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|                                |  | Needs Improvement | Meets Expectations | Exceeds Expectations |
|--------------------------------|--|-------------------|--------------------|----------------------|
| <b>C. Personnel Management</b> |  |                   |                    |                      |
| The City Manager is:           |  |                   |                    |                      |
|                                | Successful in guiding people as a team toward common objectives  | X                 |                    |                      |
|                                | Effective in selecting qualified and highly competent staff members  |                   | X                  |                      |
|                                | Effective in maintaining professional relationships with Department Directors  | X                 |                    |                      |
|                                | Effective in assuring that staff members make a positive impression on citizens  |                   | X                  |                      |
| The City Manager:              |  |                   |                    |                      |
|                                | Insures that the City's personnel policies and practices are administered by City Department Directors and management staff in an equitable manner | X                 |                    |                      |
|                                | Develops and motivates employees so that they are increasingly effective   | X                 |                    |                      |
|                                | Addresses disciplinary problems and takes action when warranted  | X                 |                    |                      |
|                                | Monitors performance of employees and initiates corrective action as needed  | X                 |                    |                      |
| <b>Comments:</b>               |  |                   |                    |                      |
|                                |  |                   |                    |                      |

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**SECTION III: EXTERNAL RELATIONS**

|                             |   | Needs Improvement | Meets Expectations | Exceeds Expectations |
|-----------------------------|---|-------------------|--------------------|----------------------|
| <b>A. Citizen Relations</b> |   |                   |                    |                      |
| The City Manager:           |   |                   |                    |                      |
|                             | Makes a positive impression on citizens and is he respected in the City of Lake Dallas  |                   | X                  |                      |
|                             | Has appropriate visibility or identity in the community   |                   | X                  |                      |
|                             | Assists the Council in resolving problems at the administrative level to avoid unnecessary Council action                               |                   | X                  |                      |
|                             | Is willing to meet with members of the community and discuss issues of concern  | X                 |                    |                      |
|                             | Is skillful with the news media, avoiding political positions and partisanship  |                   |                    |                      |
|                             | Provides information to the public in a timely fashion on matters which will cause public reaction                                      |                   | X                  |                      |
|                             | Represents Council positions and policies accurately and effectively  |                   | X                  |                      |
|                             | Thinks and acts in a manner reflecting an attitude that client (Council, staff or citizens) perceptions and satisfactions are important | X                 |                    |                      |
|                             | Responds completely and in a timely manner to citizen complaints  | X                 |                    |                      |

|                                       |  |  |   |   |
|---------------------------------------|--|--|---|---|
| <b>B. Intergovernmental Relations</b> |  |  |   |   |
| The City Manager is:                  |  |  |   |   |
|                                       | Effective representing the City's interests in dealing with other agencies                 |  | X |   |
|                                       | Participative in enough intergovernmental activity to have an impact on behalf of the City |  | X |   |
|                                       | Cooperative with the county, state and federal governments                                 |  |   | X |

**Comments:**

|   |   |                  |
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**SECTION IV: PERSONAL ACCOMPLISHMENTS**

|   |  | Needs Improvement | Meets Expectations | Exceeds Expectations |
|---|--|-------------------|--------------------|----------------------|
| <b>A. Communications</b>                            |  |                   |                    |                      |
| With regard to communications, the City Manager is: |  |                   |                    |                      |
|   | Easy to talk to and a good listener  | X                 |                    |                      |
|   | Thoughtful, clear and to the point   | X                 |                    |                      |
|   | Sensitive to the concerns of others  | X                 |                    |                      |
|   | Candid and forthright in discussing City business matters with members of City Council | X                 |                    |                      |

|                            |  |   |   |   |
|----------------------------|--|---|---|---|
| <b>B. Management Style</b> |  |   |   |   |
| The City Manager           |  |   |   |   |
|                            | Demonstrates interest and enthusiasm in performing his duties                                    |   | X |   |
|                            | Commands respect and good performance from staff   | X |   |   |
|                            | Shows initiative and creativity in dealing with issues, problems and unusual situations          |   | X |   |
|                            | Is open to new ideas and suggestions for change  | X |   |   |
|                            | Works well under pressure  | X |   |   |
|                            | Consistently puts aside personal views and implements Council policy and direction               | X |   |   |
|                            | Displays the ability to resolve the numerous conflicts inherent in municipal government          | X |   |   |
|                            | Responds well to a changing world and local conditions; is adaptive                              |   | X |   |
|                            | Is accessible to City Council members  | X |   |   |
|                            | Conforms to the high standards of the profession; follows the "ICMA Code of Ethics               |   |   |   |
|                            | Exhibits a commitment to continuing education in order to encourage his professional development |   |   | X |
|                            | Is receptive to constructive criticism and advice  | X |   |   |



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|-----------------------------|--|-------------------|--------------------|----------------------|
| <b>C. Job Effectiveness</b> |  |                   |                    |                      |
| The City Manager:           |  |                   |                    |                      |
|                             | Demonstrates interest and enthusiasm about the Council's Vision for the City         |                   | X                  |                      |
|                             | Gives his staff the tools necessary to provide efficient, responsive City services   |                   | X                  |                      |
|                             | Coordinates the implementation of City goals and objectives                          |                   | X                  |                      |
|                             | Supports policies that will promote annexation and growth in the City of Lake Dallas | X                 |                    |                      |
|                             | Creates a positive atmosphere for successful economic development in the City        | X                 |                    |                      |
|                             | Supports responsible infrastructure expansion and maintenance                        | X                 |                    |                      |
|                             | Emphasizes the need for employee training and technological improvements             |                   |                    | X                    |
| <b>Comments:</b>            |  |                   |                    |                      |
|                             |  |                   |                    |                      |



**SECTION V: NARRATIVE RESPONSES**

**ACHIEVEMENTS FROM THIS PAST YEAR:**

• What were the Manager’s most notable accomplishments during the past year?  
John has hired a staff that creates the atmosphere of professionalism and has eliminated most perceptions of corruption and wrong doing.

• Which of the Manager’s qualities were most instrumental in fulfilling the role of City Manager this past year?  
John’s ability to network and work with other agencies and entities has allowed the city to discover and benefit from previously undiscovered funds and benefits. For example, county assist for road repair.  
John has an astute financial background that has produced sound budgeting and accountability.

**PERFORMANCE OBJECTIVES FOR COMING YEAR:**

• What does the Manager do that you would like him to continue?  
John discovers and implements more effective and professional ways to manage activities of the city. For example, an event planner will enable the city to capitalize on Forth of July event and possibly, eventually turn this and other events into profit centers rather than expenses.

• Is there anything that the Manager does that you would like him to do differently?  
Treat everyone fairly and equally, even if he does not agree with them. Listen to citizens who may have opinions that are in opposition to his own and regard those citizens and their opinions as meaningful and important. For example, the people who have been negatively impacted by development seem to be disregarded and sometimes ignored.

• In what areas should the Manager focus his attention in this coming year?  
Making do with less and being a good steward of the cities resources; both financial and land use.

• Do you have any other general comments to share with the City Manager?  
Treat everyone equally.  
Be fair and objective in all matters.  
Bigger city government is not better government.  
Remember work is not personal.  
Listen.  
Be responsive, even if it is to provide a negative answer.  
Make decisions as it would impact your home.



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Rater's Signature

\_\_\_\_\_  
Date